

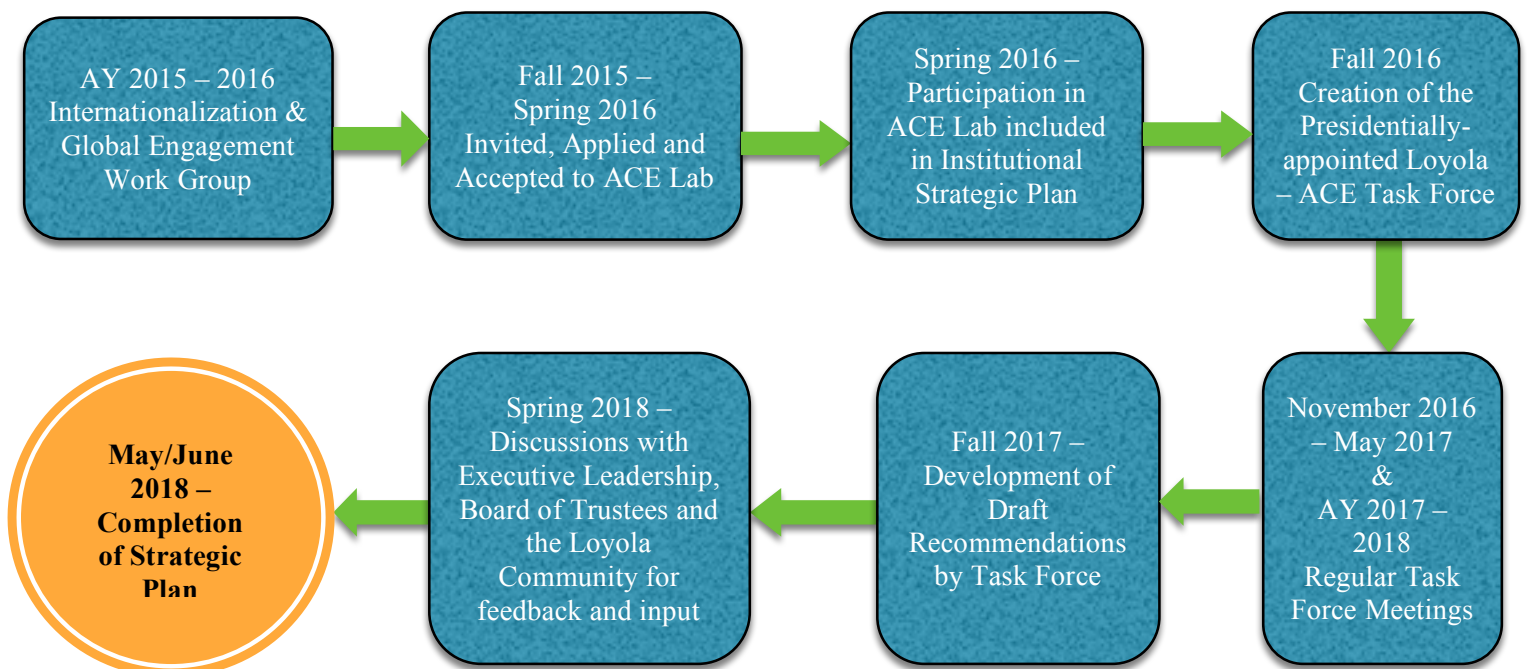
***The Loyola University Maryland – American Council on Education  
Internationalization Laboratory Task Force***

**February 2018 Update**

*"Jesuit universities seek to help students become conscientious, competent, compassionate, committed citizens in a globalized world. They are our first responsibility. Who they become is our measure of success."*

(Peter Hans Kolvenbach, S.J.)

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## **I. Background/Context**

### ***a. Defining Terms in the Context of the International Education Field: Comprehensive Internationalization – The Process; Global Learning – The Goal***

The comprehensive internationalization of Loyola University Maryland presents our institution with a unique opportunity and provides us with a vehicle to exhibit our mission, advance our vision, and realize our core values in tangible and intangible ways. The objective of comprehensive internationalization is to refocus virtually all university endeavors so that they are measured against their attention to a global perspective. NAFSA, the Association for International Education, defines comprehensive internationalization as "a commitment, confirmed through action, to infuse international and comparative perspectives throughout the teaching, research, and service missions of higher education. It shapes institutional ethos and values and touches the entire higher education enterprise. It is essential that it be embraced by institutional leadership, governance, faculty, students, and all academic service and support units. It is an institutional imperative, not just a desirable possibility." Similar to the familiar practice of "teaching writing across the curriculum," comprehensive internationalization establishes standards against which to assess the contribution that virtually every aspect of campus life makes to increased international awareness, diversity, and inclusion. This educational dimension is recognized to be essential to the success of internationalizing a campus culture.

As defined by ACE, comprehensive internationalization is "the process by which institutions foster global learning;" it is "the process of integrating an international, intercultural, or global dimension into the purpose, functions, or delivery of postsecondary education" (Knight). While comprehensive internationalization is the vehicle, creating a global learning environment that fosters awareness, engagement, and empathy is the goal. Global learning is "the knowledge, skills, and attitudes that students acquire through a variety of experiences that enable them to understand world cultures and events; analyze global systems; appreciate cultural differences; and apply this knowledge and appreciation to their lives as citizens and workers" (ACE Lab).



Global awareness, engagement and learning not only develops the Jesuit mission and vision in our students, alumni, faculty, staff, and administrators, it also reflects an expanded perspective and skill-set that supports all members of our Loyola community, especially students, to succeed in a diverse world and changing landscape. As noted by Maureen McLaughlin, Senior Advisor to the Secretary and Director of International Affairs at the U.S. Department of Education, "All graduates [...] should have certain '21st-century skills' that will enable them to compete in a worldwide marketplace, such as understanding international perspectives and being able to work collaboratively with peers from different cultures and backgrounds. These cannot just be competencies for a select few."

### ***b. Internationalization and Global Engagement Work Group (AY 2015-2016)***

The work of the Internationalization and Global Experiences (IGE) Work Group, which took place in AY 2015-2016 under the leadership of Co-Chairs, Father Ron Amiot and Jen Lowry, was guided by the Loyola mission which calls upon us to create an environment, inside and outside the classroom, that "inspire[s] students to learn, lead, and serve in a diverse and changing world." Accordingly, the IGE, through discussion and ultimately a white paper, encouraged the University to commit to intentional steps toward comprehensive internationalization. The IGE advocated that Loyola University Maryland capitalize and expand upon its recognized and award-winning foundation in international education by committing to a strategic process of achieving comprehensive internationalization as a distinctive characteristic of its future as a Jesuit institution of higher education.

## **II. Overview of the ACE Internationalization Laboratory (ACE Lab) (2016-2018)**

Colleges and universities committed to building upon existing strengths and poised to take the next step toward institutional comprehensive internationalization and global engagement are invited to apply to be part of the ACE Lab. Dr. Barbara Hill, Senior Fellow for the ACE Lab, believed that Loyola was well-positioned and ready for this important next step, and in 2016 Loyola was invited to apply and was accepted into the 2016-2018 ACE Lab cohort, with full support from Fr. Brian Linnane, Dr. Susan Donovan, and Dr. Amy Wolfson. Offered by ACE's Center for Internationalization and Global Engagement, this 2-year program "provides institutions with customized guidance and insight as they review their internationalization goals and develop strategic plans. [...]"

[E]xperts from ACE work with institutions to help them: form an internationalization leadership team on-campus; review current internationalization activities to clarify institutional goals; and develop a strategic action plan based on an analysis of current activities on campus" (ACE Lab). ACE has committed to assisting Loyola in the following ways:

- review current institutional internationalization activities;
- identify challenges and obstacles;
- develop an action plan and desired student learning outcomes;
- recommend internationalization goals and strategies;
- define key issues, facilitate dialogue, promote collective thinking; and
- build support for comprehensive internationalization and global engagement across campus.

This ACE Lab is providing the space and place for Loyola University Maryland to expand upon its recognized and award-winning foundation in international education by committing to a strategic process of achieving comprehensive internationalization as a distinctive characteristic of its future as a Jesuit institution of higher education. "Jesuit universities seek to help students become conscientious, competent, compassionate, committed citizens in a globalized world. They are our first responsibility. Who they become is our measure of success" (Peter Hans Kolvenbach, S.J.).

## **III. The University's Strategic Plan and the ACE Internationalization Laboratory**

The University's Strategic Plan 2017-2022, *The Ignatian Compass: Guiding Loyola University Maryland to Ever Greater Excellence*, calls on our community to "be at home in the wider world, not limited by provincial borders or parochial ideas" (p. 1). In this same spirit, Rev. Peter Hans Kolvenbach, S.J. stated that "In order to respond to this world, which is rapidly shrinking, we set our aim on educating for responsible citizenship in the global city." In furtherance of developing Ignatian Citizens, the Strategic Plan 2017-2022 supports our participation in the ACE Lab stating,

Acting upon and augmenting the University's experience with the ACE (American Council on Education) Internationalization Laboratory, we will generate and execute a strategic plan for global engagement that creates a climate of internationalization and the development of global citizens, connecting the local community to the world (p. 5).

Participation in the ACE Lab not only supports our University's Strategic Plan 2017-2022, but it also provides us with the opportunity:

- to examine the existing interrelationships between local and global communities;
- to re-evaluate and define our institutional role in our mutually dependent local and global communities, in accordance with our mission and core values;
- to respond to a pressing global need and, answers the call of Pope Francis' most recent encyclical, *Laudato Si*;
- to continue conversations that began as part of the 2011 *Institutional Examen* and challenges our community to thoughtfully consider these critical questions posed by Fr. Nicolas,

In this globalized world, with all its lights and shadows, would – or how would – running all these universities still be the best way we can respond to the mission of the Church and the needs of the world? Or perhaps, the question should be: What kind of universities, with what emphases and what directions, would we run, if we were re-founding the Society of Jesus in today's world? I am inviting, in all my visits to all Jesuits, to re-create the Society of Jesus, because I think every generation has to re-create the faith, they have to recreate the journey, and they have to re-create the institutions. This is not only a good desire. If we lose the ability to re-create, we have lost the spirit.

#### **IV. The Loyola-ACE Task Force (AY 2016 - 2018)**

##### ***a. Uniquely Positioned and Grounded in Mission***

The Loyola-ACE Task Force supports a significant institutional initiative included in the University's new Strategic Plan, and is situated within the frame of Ignatian Citizenship. *The Ignatian Compass: Guiding Loyola University Maryland to Ever Greater Excellence* calls on the Loyola community to be thoughtful and bold – to “look beyond its city for ways to extend its interaction and connections [and] to develop students as thoughtful civically- and globally- minded citizens committed to creating a more just world.” Loyola's participation in the ACE Lab, and the work of our Task Force, is guided by our mission, which calls upon us to create an environment that “inspires students to learn, lead, and serve in a diverse and changing world.” This next step toward greater global awareness in our shared world is faithful to Loyola's vision and values, and aligns with the goals of comprehensive internationalization, which seeks to impart in students, faculty, staff, administrators, and alumni an active awareness of, and appreciation for, their participation in a greater experiential reality stretching across neighborhoods, borders, cultures, and centuries.

##### ***b. Principles Guiding the Task Force***

As “part of a greater reality which stretches across national boundaries, cultures, and several centuries,” Loyola's experience, wisdom, and insight will guide and inform the work of the Task Force. Our involvement with the ACE Lab and the creation of the campus-wide Task Force is in support of fostering a learning environment and community committed to diversity, inclusion, discernment, civic and global engagement, and developing students and all community members to become and live as contemplatives in action. In pursuing comprehensive internationalization and global engagement, Loyola seeks to help students, alumni, faculty, staff, and administrators become conscientious, competent, compassionate, and committed Ignatian Citizens—to think of themselves as part of something larger, and responsible for the betterment of our shared world; men and women with and for others—locally, nationally, and globally. As an educational institution, it is imperative that we serve the local community by connecting it to the broader world, and in so doing, ensure that our students gain a global perspective at home in the world—one need not live, work, or study abroad to be globally engaged. Participation in the ACE Lab and the process of comprehensive internationalization provides us with the opportunity to examine the existing interrelationships between local and global communities and re-evaluate and define our institutional role in our mutually dependent local and global communities, in accordance with our mission and core values. Further, the work of the Task Force directly supports and responds to Loyola's core value, Diversity, which notes that “the Jesuit educational tradition, as a humanistic ideal conceived in the ‘age of exploration,’ has from the outset regarded greater breadth of knowledge and a more comprehensively global perspective as

hallmarks of heightened excellence." In honoring this core value, "Loyola sees diversity as an inherent source of richness and a necessary opportunity for learning and growth. In this, it accepts the contemporary challenge of the Catholic Church that universities 'must become more attentive to the cultures of the world of today, and to the various cultural traditions existing within the Church in a way that will promote a continuous and profitable dialogue between the Gospel and modern society.' [...] The University is of course committed to challenging and repudiating prejudice in all its forms, and to encouraging global and international awareness, both within and outside its curricula."

### ***c. Leadership, Membership and Meetings***

In September 2016, in support of this institutional initiative, Fr. Linnane charged Jen Lowry with leading a campus-wide ACE Task Force. Astrid Schmidt-King serves as Special Assistant to the Loyola ACE Lab. Comprised of students, faculty, staff, and administrators, our Task Force intentionally includes broad campus representation needed to support thoughtful discernment, dialogue, and engagement with the greater Loyola community. Providing leadership for a systematic and collaborative approach to global engagement and education at Loyola, the Task Force works with the ACE Lab for 18- to 24-months with the goal of producing a strategic plan for institutional global engagement. While Loyola is uniquely positioned and poised to succeed, the role of the Task Force is critical to develop a well-planned and constructed road map – a strategic plan focused on creating a global learning environment and developing and nurturing Ignatian Citizens.

### ***d. Vision and Charge***

Developed by the members, the vision of the Task Force is:

*Guided by its Jesuit mission, Loyola University Maryland's vision for internationalization is to broaden and deepen the global awareness, engagement, and learning of all community members by intentionally cultivating an inclusive multicultural environment that promotes self-reflection, communal discernment, and care for all living things.*

In accordance with the vision statement, the following is the charge of the Task Force:

- To serve as the leadership team for the ACE Lab
- To be inclusive and consider the institution as a whole
- To help frame a new conversation on global engagement and learning within the community
- To engage the entire Loyola community in the internationalization process
- To define internationalization, with special reference to its meaning in light of Loyola's Catholic Intellectual tradition and institutional mission
- To carry out a review of the current state of internationalization (curricular, co-curricular, activities, programs, and policies) at the University
- To assess the current state of comprehensive internationalization at Loyola (based on the data and information collected)
- To develop a strategic plan for further internationalization of the University
  - On the basis of the assessment and in collaboration with the established divisions, departments, committees, and especially the on-going strategic planning process, put together a strategic plan that will help the University more fully achieve the comprehensive internationalization goal of global engagement and education
- To collaborate with all appropriate governance bodies throughout the process

## **V. Work of the Task Force AY 2016-2017**

- Creation of the Global Awareness, Engagement and Learning website with various educational materials and resources on comprehensive internationalization (<http://www.loyola.edu/departments/ace-laboratory>)
  - Collection of community feedback via the "Feedback" button on the website

- Creation of the Task Force and Subcommittees
- Collection of benchmarking data from peer, aspirational and best practice institutions
- Task Force meetings
  - Discussions and discernment about comprehensive internationalization and what it means for Loyola
  - Creation of the Vision Statement to guide the work of the Task Force (see above)
  - Inventory of what Loyola is already doing in connection with comprehensive internationalization, organized by the ACE pillars three through six, above
  - Special presentations by those areas that closely intersect with the work of the Task Force
    - International Student Services
    - Study Abroad
    - Modern Languages and Literatures
    - Global Studies
    - Center for Community Service and Justice
    - Community Engaged Teaching and Learning
  - Conducted Internationalization Review for critical areas using ACE recommended document
  - Gathering of community feedback (meetings, community conversations, emails and the website)
  - Creation of a summer resource packet distributed to all task force members including information such as: inventory of programs at Loyola; benchmarking data for peer institutions; draft strategic plans for comprehensive internationalization; compilation of community feedback
- Additional Conversations/Presentations Conducted by Jen and Astrid:
  - Community Conversations on each campus
  - Outreach with various faculty and administrators
  - Combined Governance
  - Faculty Assembly
  - Institutional Research
- Meetings/Calls with ACE Advisor and Cohort:
  - Monthly call with Dr. Susan Sutton, our ACE Advisor
  - Hosted Susan Sutton on-campus in December 2016
  - ACE Cohort meeting in Washington, DC (Fall 2016 and Spring 2017)

## **VI. Work of the Task Force Completed Fall 2017**

- Regular Task Force Meetings
- Meetings/Calls with ACE Advisor and Cohort:
  - Monthly call with Susan Sutton, our ACE Advisor
  - Final ACE Cohort meeting in Washington, DC (Fall 2017)
  - Periodic ACE Lab Conference Calls/Workshop Presentations
- Guided by community conversations and feedback, the Task Force, as an entire committee and as subcommittees, developed strategic recommendations based on the ACE pillars for leadership to consider
- Organized recommendations by short-, mid- and long-term goals

- Worked with MarComm to create an art identity
- Worked with Finance to determine costs associated with draft recommendations

## **VII. Work of the Task Force Spring 2018**

- Update to the Loyola community at the Combined Governance meeting on January 16th
- Jen and Astrid presented full slate of draft recommendations, timing and associated costs to Cabinet on January 17th
- Jen and Astrid are planned to present draft recommendations to the Academic Affairs Sub-Committee of the Board of Trustees on February 14<sup>th</sup> to seek their input.
- Task Force meetings to resume on 2/26/18
  - Review recommendations in light of feedback from leadership and budget considerations
  - After receiving feedback from the Cabinet and Board of Trustees, the Task Force members will engage in intentional conversations with the community regarding the recommendations and seek their thoughts and feedback
- Host ACE Peer Review Team on-campus April 23 and 24, 2018:
  - Susan Sutton—our ACE Lab mentor
  - Cheryl Matherly—Vice President and Vice Provost for International Affairs at Lehigh University; in our ACE Lab Cohort, and an aspirational school for us regarding internationalization efforts
  - Jack Lule—Iacocca Professor & Chair of the Department of Journalism & Communication, and Professor of Global Studies at Lehigh University; also on Lehigh’s ACE Lab team
  - Susan Mackey-Kallis—Professor of Communication at Villanova. She led Villanova’s ACE Lab efforts when they participated a few years ago. Susan Sutton said that this Susan also served as an ACE Fellow, and has periodically held positions in the Provost’s office. She came highly recommended by Susan Sutton.
- With intentional engagement with and feedback from the Loyola community and leadership, and in accordance with all proper governance
  - Use recommendations as basis for comprehensive internationalization strategic plan
  - Finalize the strategic plan by May 2018 for launch in AY 2018-2019